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23 MAY 1967

MEMORANDUM FOR: Chief, Clandestine Services Personnel Staff

Represent

SUBJECT : Fitness Report Modification to Include Joint Discussion of Goals

Bob:

1. Subject proposal was among the items which [redacted] left and which I inadvertently overlooked. We are going through a quiet time on fitness reports which I hate to disturb frankly. Nevertheless, [redacted] proposal deserves consideration. The initial reaction I have had is along these lines: 25X1A 25X1A

a. I do not recommend the elimination of the performance rating. This is one of the few authorities left to the line supervisor to accomplish the daily on-going relationship with his people. Furthermore, supervisors are not usually rated on their ability to develop other people. They are judged by their ability to get the job done and by the productivity of their section. In addition, the supervisor has little more to say about the assignments outside his purview.

b. The goal of most people is to be promoted. Most supervisors have little knowledge of where the individual may stand with the Career Board and particularly where he might stand on the various lists, such as "reached his full potential" list.

2. The suggestion, therefore, on joint discussion of goals would require very careful handling on the part of the supervisor so as not to convey false impressions or promises that he cannot keep. If the supervisor stays within the bounds of his own job and if he limits his discussion to what he (the supervisor) expects of the individual relative to performance on the job, this suggestion could be a very constructive one.

3. Will be glad to discuss with you at your convenience.

25X1A9a

25X1A

[redacted]
Chief, Plans and Review Staff
Office of Personnel

7 June

called

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Distribution:

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OP/PRS/[redacted]:jbs (22 May 67)
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